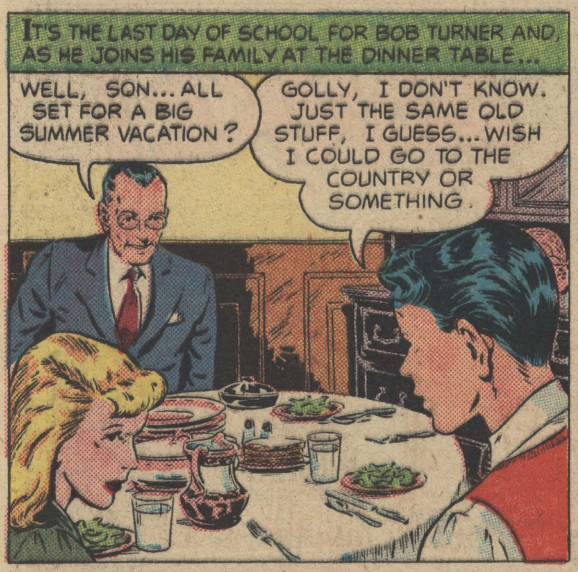
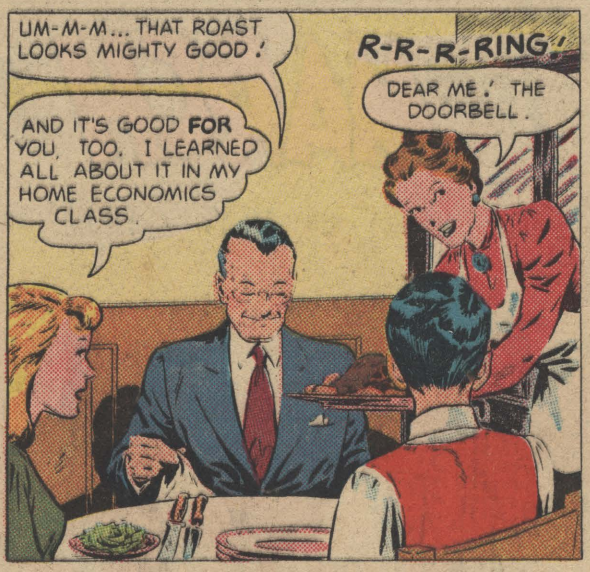
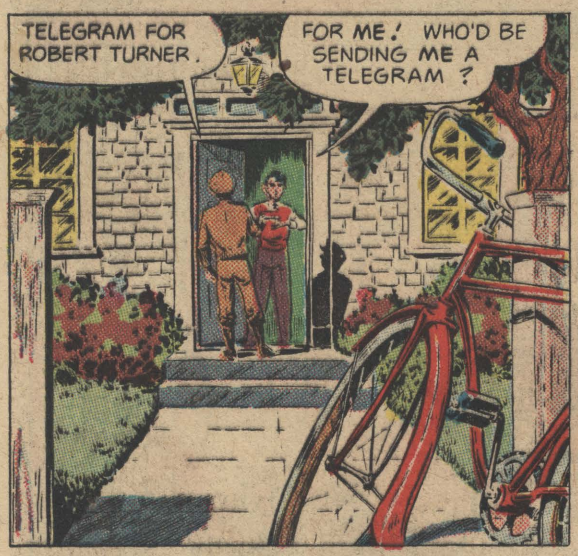
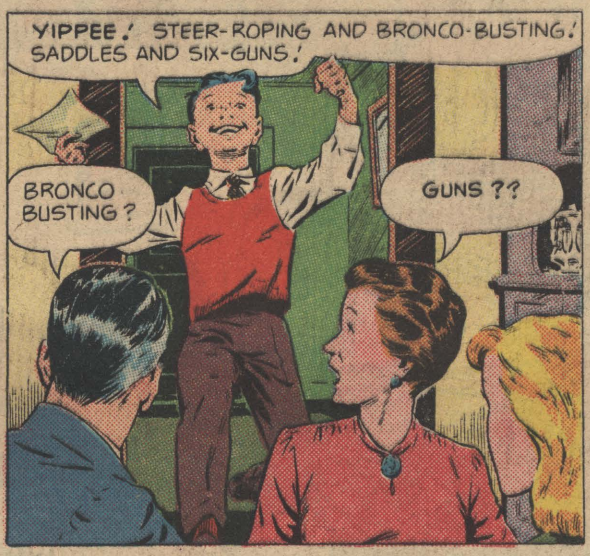
The MARCH to MARKET

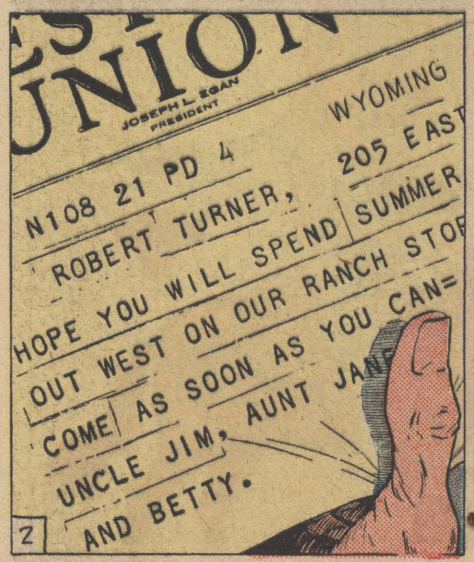
THE STORY OF MEAT - FROM OPEN RANGE TO KITCHEN RANGE

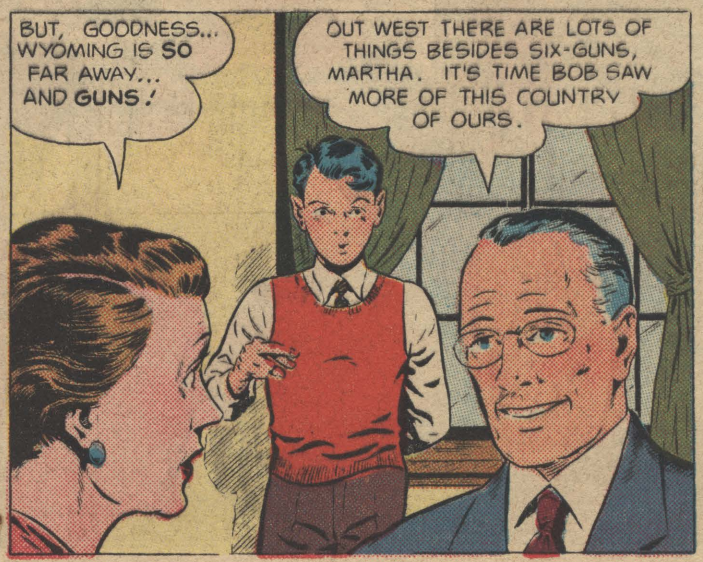

IT'S THE LAST DAY OF SCHOOL FOR BOB TURNER AND, AS HE JOINS HIS FAMILY AT THE DINNER TABLE...
WELL, SON... ALL SET FOR A BIG SUMMER VACATION?
GOLLY, I DON'T KNOW. JUST THE SAME OLD STUFF, I GUESS... WISH I COULD GO TO THE COUNTRY OR SOMETHING.


UM-M-M... THAT ROAST LOOKS MIGHTY GOOD!
AND IT'S GOOD FOR YOU, TOO. I LEARNED ALL ABOUT IT IN MY HOME ECONOMICS CLASS.
R-R-R-RING!
DEAR ME! THE DOORBELL.








BUT, GOODNESS... WYOMING IS SO FAR AWAY... AND GUNS!
OUT WEST THERE ARE LOTS OF THINGS BESIDES SIX-GUNS, MARTHA. IT'S TIME BOB SAW MORE OF THIS COUNTRY OF OURS.

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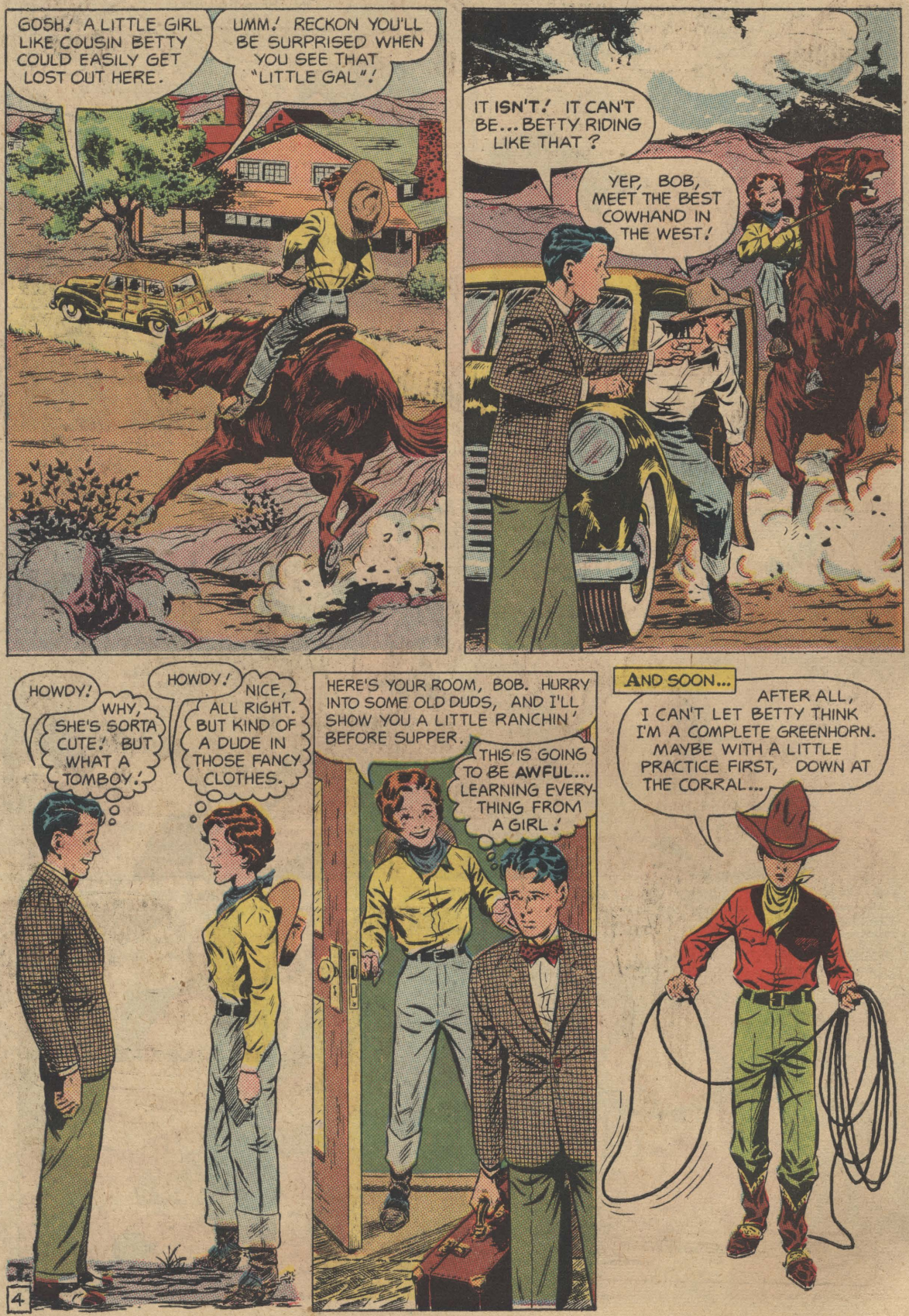
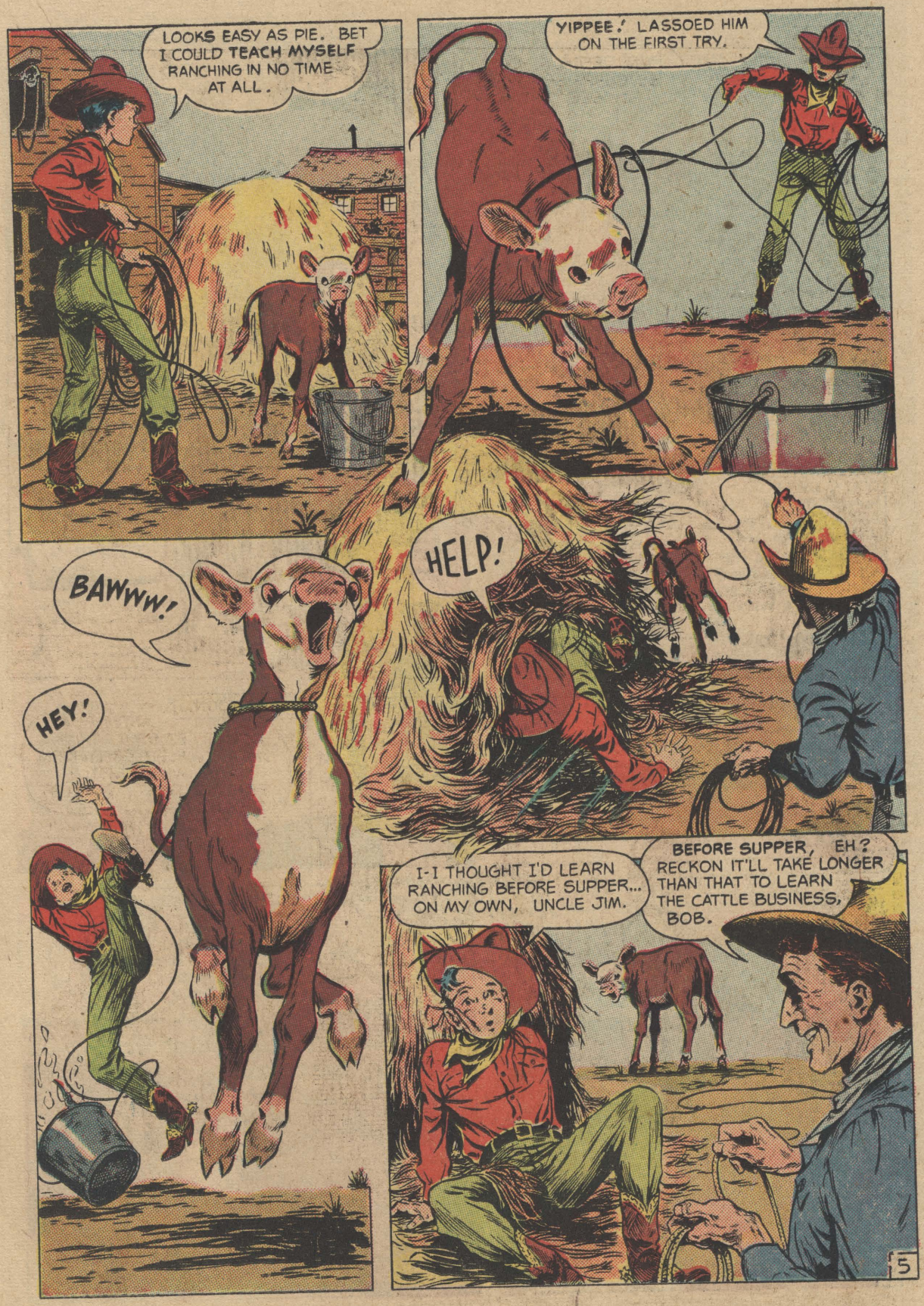
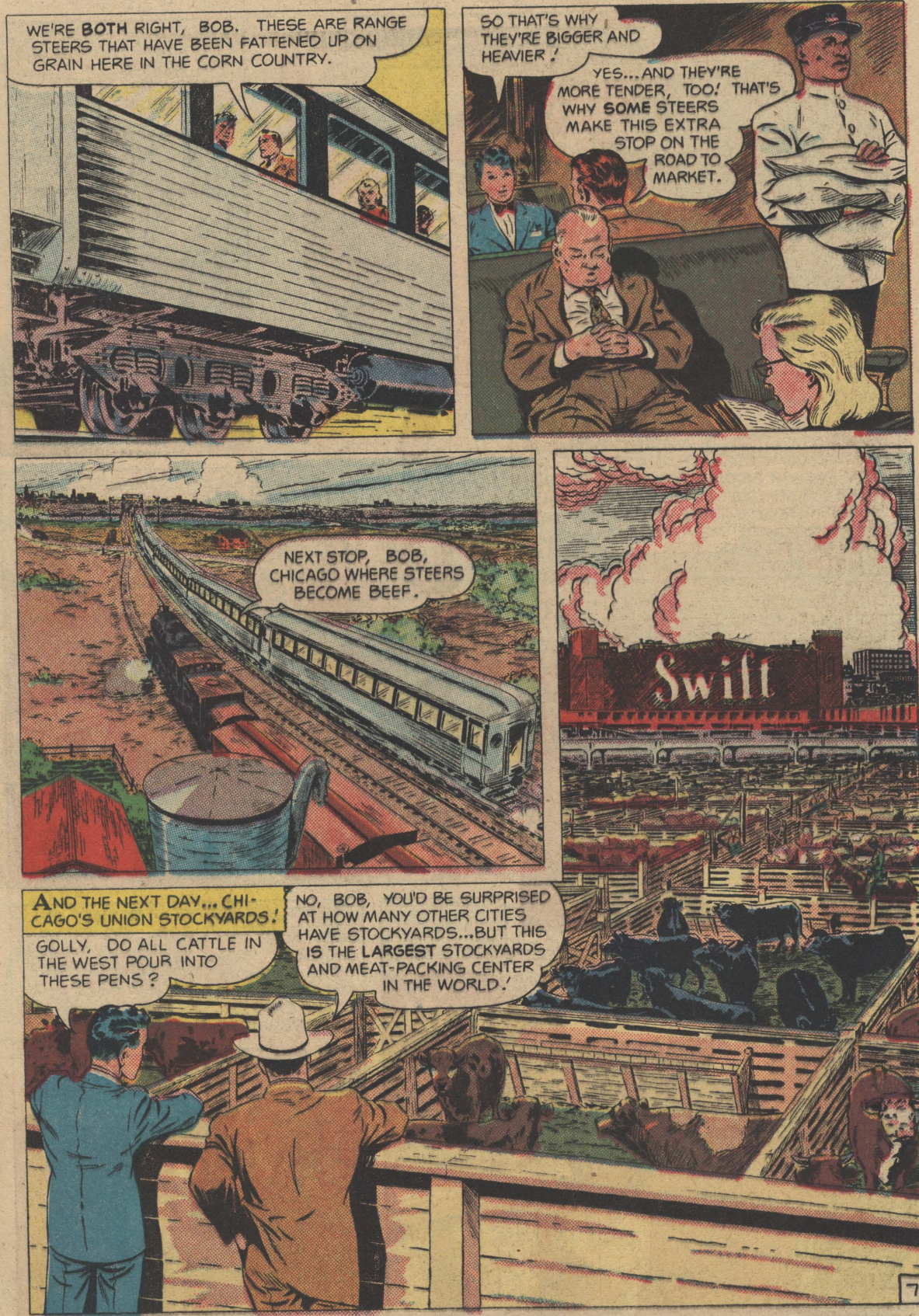
FOR INSTANCE, HE'D FIND OUT HOW A BEEF ROAST GETS ALL THE WAY FROM WYOMING--FROM UNCLE JIM'S, MAYBE--TO OUR TABLE.
MEAT COMES HERE FROM WYOMING?
GOLLY, DAD, WHY WOULD THEY SHIP A ROAST SO FAR?
WELL, UH...YOUNG MAN, THAT'S SOMETHING YOU CAN LEARN FOR YOURSELF... AT UNCLE JIM'S.
WYOMING
COWBOYS OF THE OLD WEST
TWO DAYS LATER...ALMOST 2500 MILES FARTHER WEST...
LOOK AT HIM, JANE! HOW HE'S GROWN--JUST LIKE BETTY!
UNCLE JIM! AUNT JANE! HI...HOWDY, I MEAN.
AND, AS THEY APPROACH UNCLE JIM'S RANCH...
THE WIDE-OPEN SPACES! I'VE NEVER SEEN SO MUCH SPACE!
GOT TO HAVE IT FOR CATTLE RANCHING, BOB.
3

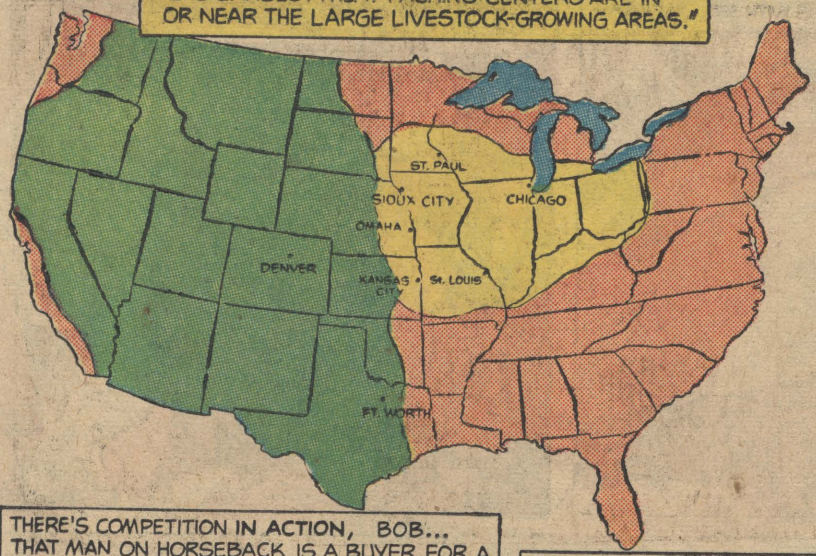

GOSH! A LITTLE GIRL LIKE COUSIN BETTY COULD EASILY GET LOST OUT HERE.
UMM! RECKON YOU'LL BE SURPRISED WHEN YOU SEE THAT "LITTLE GAL"!
IT ISN'T! IT CAN'T BE... BETTY RIDING LIKE THAT?
YEP, BOB, MEET THE BEST COWHAND IN THE WEST!
HOWDY!
WHY, SHE'S SORTA CUTE! BUT WHAT A TOMBOY!
HOWDY!
NICE, ALL RIGHT. BUT KIND OF A DUDE IN THOSE FANCY CLOTHES.
HERE'S YOUR ROOM, BOB. HURRY INTO SOME OLD DUDS, AND I'LL SHOW YOU A LITTLE RANCHIN' BEFORE SUPPER.
THIS IS GOING TO BE AWFUL... LEARNING EVERYTHING FROM A GIRL!
AND SOON...
AFTER ALL, I CAN'T LET BETTY THINK I'M A COMPLETE GREENHORN. MAYBE WITH A LITTLE PRACTICE FIRST, DOWN AT THE CORRAL...
4


LOOKS EASY AS PIE. BET I COULD TEACH MYSELF RANCHING IN NO TIME AT ALL.
YIPPEE! LASSOED HIM ON THE FIRST TRY.
HELP!
BAWWW!
HEY!
I-I THOUGHT I'D LEARN RANCHING BEFORE SUPPER... ON MY OWN, UNCLE JIM.
BEFORE SUPPER, EH? RECKON IT'LL TAKE LONGER THAN THAT TO LEARN THE CATTLE BUSINESS, BOB.
5

BUT, AS DAYS TURN INTO WEEKS, BOB LEARNS A GREAT MANY TRICKS OF THE COWHAND...
Me cooking on the range.
Me Riding herd
Me Roping a steer
AND THEN ONE NIGHT LATE IN JULY...
GOLLY, UNCLE JIM, I ALMOST FORGOT... DAD SAID SOME OF THE MEAT WE HAD BACK HOME CAME ALL THE WHY FROM WYOMING ...AND I'M SUPPOSED TO FIND OUT WHY.
WELL, BOB, MEAT GENERALLY TRAVELS ACROSS COUNTRY BECAUSE ABOUT TWO OUT OF THREE CATTLE ARE RAISED OUT WEST WHILE TWO OUT OF THREE PEOPLE LIVE EAST OF THE MISSISSIPPI RIVER. HERE, I'LL DRAW A MAP...
I SEE... BUT WHY NOT RAISE THE CATTLE WHERE THE PEOPLE ARE ??
REMEMBER, BOB, WHAT MOST CATTLE NEED ARE LARGE AREAS OF PASTURE OR GRAZING LAND. OUR WIDE OPEN GRASSLAND IS GOOD CATTLE COUNTRY.
FLOW OF MEAT
YE-ES, I CAN SEE WHY MEAT MUST TRAVEL SO FAR--BUT I DON'T QUITE SEE HOW. AND I DON'T KNOW WHERE CATTLE CHANGE INTO BEEF AND...
WHOA! NOT SO FAST, BOB. IF YOU'RE REALLY SO INTERESTED, YOU CAN TRAVEL THE "STEER ROUTE" WITH ME WHEN I GO TO CHICAGO ON BUSINESS NEXT WEEK.
DAYS LATER, AS THEY TRAVEL THROUGH IOWA...
LOOK, BOB. THE SAME KIND OF CATTLE WE RAISE OUT OUR WAY.
YOU CAN'T FOOL ME, UNCLE JIM. YOURS ARE SMALLER AND NOT AS FAT AS THOSE HUSKY FELLOWS!
6


WE'RE BOTH RIGHT, BOB. THESE ARE RANGE STEERS THAT HAVE BEEN FATTENED UP ON GRAIN HERE IN THE CORN COUNTRY.
SO THAT'S WHY THEY'RE BIGGER AND HEAVIER!
YES...AND THEY'RE MORE TENDER, TOO! THAT'S WHY SOME STEERS MAKE THIS EXTRA STOP ON THE ROAD TO MARKET.
NEXT STOP, BOB, CHICAGO WHERE STEERS BECOME BEEF.
Swift
AND THE NEXT DAY... CHICAGO'S UNION STOCKYARDS!
GOLLY, DO ALL CATTLE IN THE WEST POUR INTO THESE PENS?
NO, BOB, YOU'D BE SURPRISED AT HOW MANY OTHER CITIES HAVE STOCKYARDS...BUT THIS IS THE LARGEST STOCKYARDS AND MEAT-PACKING CENTER IN THE WORLD!
7

"THE LARGEST MEAT PACKING CENTERS ARE IN OR NEAR THE LARGE LIVESTOCK-GROWING AREAS."



IN FACT, THERE ARE MORE THAN 4,000 MEAT PACKERS AND OVER 14,000 COMMERCIAL SLAUGHTERERS.

WHEW! THAT'S COMPETITION!

THERE'S COMPETITION IN ACTION, BOB... THAT MAN ON HORSEBACK IS A BUYER FOR A MEAT PACKER BIDDING FOR THOSE CATTLE! THE OTHER FELLOW'S A "COMMISSION MAN" GETTING THE BEST PRICE HE CAN FOR THE RANCHER.

LOOK, THAT SIGNAL MEANS HE ACCEPTED THE BUYER'S BID... BUT HE WOULD HAVE SOLD TO ANY OF THE OTHER 300 OR SO BUYERS IF HE'D BEEN OFFERED MORE.

I SEE... THAT'S HOW THE RANCHER CAN BE SURE OF A FAIR PRICE!

AFTER THE PACKER BUYS THE CATTLE, WHAT HAPPENS, UNCLE JIM?

YOU'LL SEE... A FRIEND OF MINE WHO WORKS OVER THERE WILL TELL YOU... HE EXPECTS US.

Swift

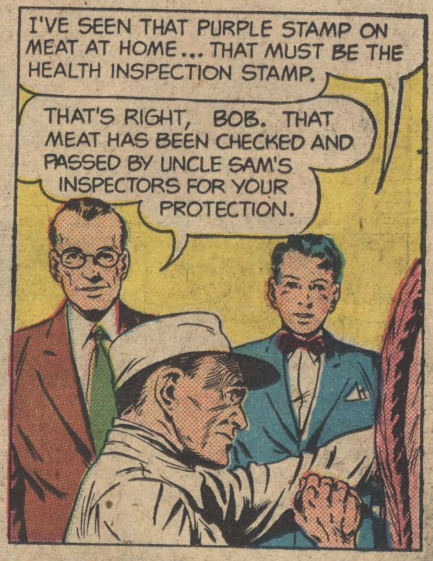
SHORTLY...

BOB, MEET TOM JACKSON. HE'S GOING TO SHOW YOU AROUND WHILE I TAKE CARE OF SOME BUSINESS.

GLAD TO MEET YOU, BOB. SO YOU WANT TO SEE HOW WE MEAT PACKERS OPERATE, DO YOU?

AND, AFTER UNCLE JIM LEAVES BOB WITH MR. JACKSON...
LET'S START HERE, BOB, WHERE WE "DRESS" THE ANIMALS. FIRST, WE REMOVE THE HIDE AND OTHER NON-EDIBLE PARTS, AND SAVE EVERYTHING OF VALUE.

DRESSED SIDES ARE WASHED AND MOVED ON AN OVERHEAD CONVEYOR TOWARD THE COOLING ROOM.
IT WORKS SOMETHING LIKE AN ASSEMBLY LINE, DOESN'T IT? ONLY YOU'RE NOT PUTTING TOGETHER: YOU'RE TAKING APART.
THAT'S IT...DIS-ASSEMBLY. AND SOME FOLKS SAY THAT THE AUTOMOBILE PEOPLE GOT THE IDEA FOR A MOVING ASSEMBLY-LINE FROM THE MEAT BUSINESS.


I'VE SEEN THAT PURPLE STAMP ON MEAT AT HOME... THAT MUST BE THE HEALTH INSPECTION STAMP.
THAT'S RIGHT, BOB. THAT MEAT HAS BEEN CHECKED AND PASSED BY UNCLE SAM'S INSPECTORS FOR YOUR PROTECTION.

WHAT, MORE STAMPING?
YES... BEEF IS GRADED FOR QUALITY, TOO. WE USE THREE BRANDS FOR OUR TOP GRADES SO YOU CAN TELL WHAT YOU'RE GETTING.

A LABORATORY ...IN A PACKING HOUSE?
FOR RESEARCH, BOB. EVERY DAY IN LABS LIKE THIS, EXPERTS CHECK THE QUALITY OF OUR PRODUCTS, DEVELOP NEW ITEMS, AND FIND BETTER USES FOR BY-PRODUCTS.

"I CAN'T TELL ALL OUR BY-PRODUCTS, BUT HERE ARE JUST A FEW..."
FROM HIDES COME SHOES
SOAP FLAKES
FROM FATS COME SOAP AND SOAP FLAKES
SCRAP BOOK
FROM BONES COME BUTTONS AND ANIMAL FEED
FROM HOOVES AND HIDE TRIMMINGS COME GLUE
FROM THE GLANDS COME MEDICINES SUCH AS INSULIN AND ADRENALIN
"SURE USEFUL, AREN'T I?"

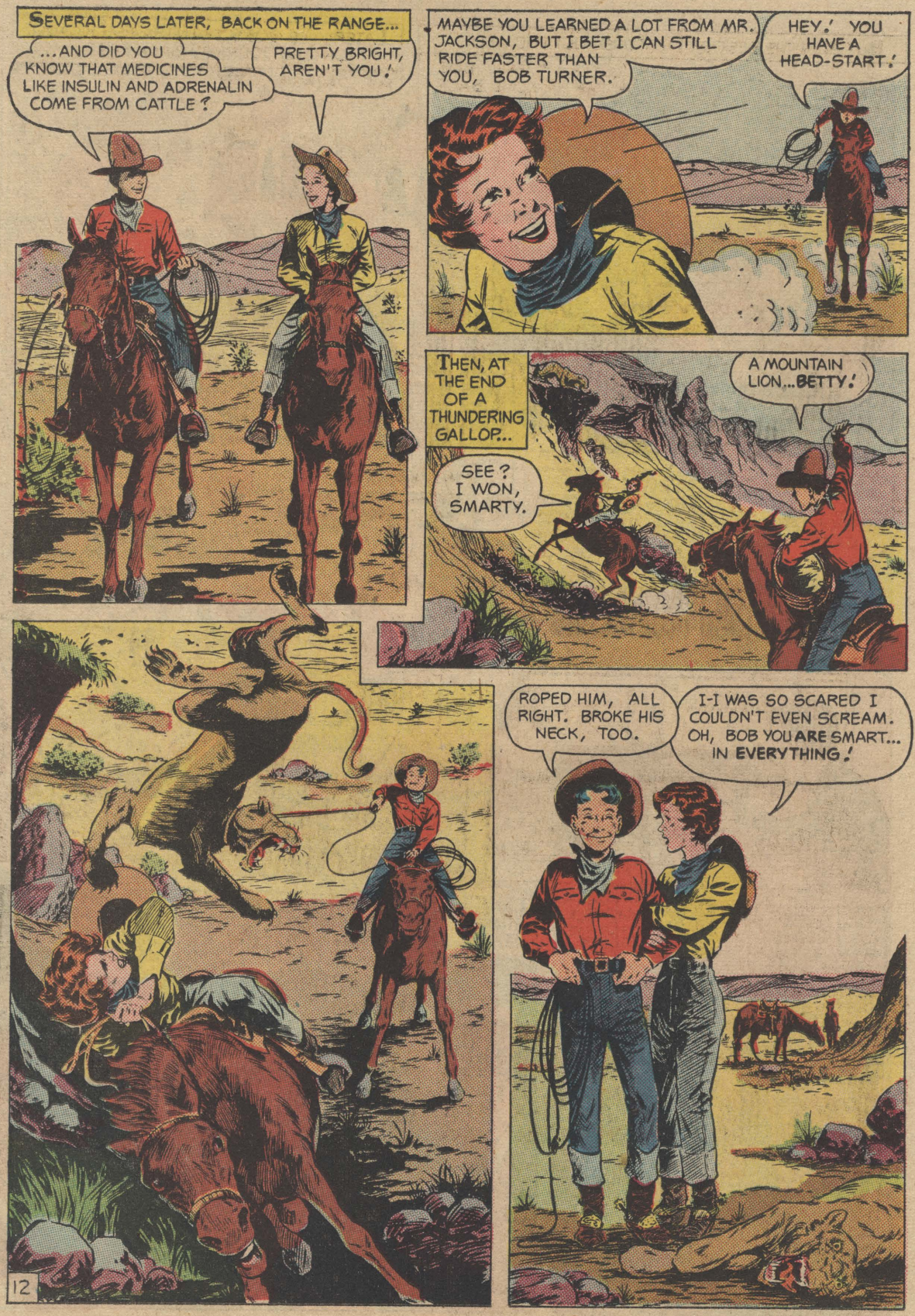
GOLLY, YOU MUST USE JUST ABOUT ALL OF THE STEER!
NOT QUITE. ABOUT 55% OF THE AVERAGE STEER IS BEEF, ANOTHER 16% IS CONVERTED INTO BY-PRODUCTS...WHAT'S LEFT IS MOISTURE AND OTHER MATERIAL WHICH HAS NO VALUE.

YOU KNOW, BOB, BY EFFICIENT HANDLING OF BY-PRODUCTS WE CAN SOMETIMES SELL THE BEEF FOR LESS THAN WE PAID FOR THE WHOLE LIVE ANIMAL.
GEE, HOW CAN YOU? ...OH, I GET IT— YOU MAKE UP THE DIFFERENCE BY SELLING ALL THESE BY-PRODUCTS.
10

UMMMMM... SOMETHING SURE SMELLS GOOD!
THE EXPERIMENTAL KITCHEN, BOB-- WHERE LOTS OF TASTY AND NOURISHING RECIPES ARE CREATED AND TESTED.

LIKE TO TRY SOME CAKE, YOUNG MAN?
WOULD I!
YOU SEE, BOB... IN THESE KITCHENS, WE ALSO TEST OUR PRODUCTS— LIKE THE SHORTENING IN THAT CAKE.

AND WE DEVELOP NEW PRODUCTS FOR BETTER EATING, TOO.
THERE SURE ARE A LOT OF PEOPLE WORKING ON THIS PART OF YOUR BUSINESS.
NUTRITION IS OUR BUSINESS, BOB... AND SPEAKING OF NUTRITION... IT'S TIME TO MEET YOUR UNCLE JIM FOR DINNER. LET'S GO!
"AND IN STILL OTHER PLANTS AROUND THE COUNTRY WE HANDLE BUTTER, EGGS, POULTRY, CHEESE, ICE CREAM, AND REFINERIES FOR COOKING FATS, AND MARGARINE."
SWELL! I GUESS I'VE SEEN EVERYTHING!
NOT EVERYTHING, BOB. IN THIS ONE PLANT, AS IN MANY OTHERS, WE PROCESS LAMBS, CALVES, AND HOGS AS WELL AS BEEF CATTLE...
SWIFT'S Allsweet
LATER, THAT DAY...
...SO YOU FOUND HOW LIVESTOCK GOES TO MARKET AND IS MADE INTO MEAT?
SURE--AND, GEE, UNCLE JIM, I THOUGHT THE STOCKYARDS WERE INTERESTING... BUT THERE'S MORE TO DRESSING BEEF THAN I EVER REALIZED! WAIT'LL I TELL BETTY!


SEVERAL DAYS LATER, BACK ON THE RANGE...
...AND DID YOU KNOW THAT MEDICINES LIKE INSULIN AND ADRENALIN COME FROM CATTLE?
PRETTY BRIGHT, AREN'T YOU!
MAYBE YOU LEARNED A LOT FROM MR. JACKSON, BUT I BET I CAN STILL RIDE FASTER THAN YOU, BOB TURNER.
HEY! YOU HAVE A HEAD-START!
THEN, AT THE END OF A THUNDERING GALLOP...
SEE? I WON, SMARTY.
A MOUNTAIN LION...BETTY!
ROPED HIM, ALL RIGHT. BROKE HIS NECK, TOO.
I-I WAS SO SCARED I COULDN'T EVEN SCREAM. OH, BOB YOU ARE SMART... IN EVERYTHING!
12

BUT EVEN THE BEST OF VACATIONS MUST END...SO...

WELL, YOU'LL BE TRAVELLING THE "STEER ROUTE" ALL THE WAY EAST THIS TIME, BOB.

THANKS, UNCLE JIM...FOR THE SWELLEST VACATION A FELLOW EVER HAD.

'BYE, BOB. COME BACK SOON.

LATER, AS BOB'S TRAIN LEAVES CHICAGO ON THE JOURNEY BACK EAST...

MR. JACKSON... YOU TRAVELLING EAST?

HELLO, BOB...YES, I OFTEN GO EAST. REMEMBER, WE ARE NATION-WIDE MEAT PACKERS.

MENU

HEY...THERE IS ONE OF YOUR REFRIGERATOR CARS.

THAT'S ONE OF THOUSANDS WE USE. THEY'RE MIGHTY IMPORTANT IN OUR BUSINESS.

SWIFT REFRIGERATOR

SRLX

"WAY BACK--MORE THAN 60 YEARS AGO--GUSTAVUS SWIFT, WHO FOUNDED SWIFT & COMPANY, MADE A MIGHTY IMPORTANT DECISION..."

GENTLEMEN, OUR "COLD" CARS AREN'T COLD ENOUGH. IF WE'RE GOING TO SUPPLY PEOPLE HUNDREDS OF MILES AWAY, WE HAVE TO HAVE **MORE** ICE AND **BETTER** INSULATION!

AND THOSE "ICE-BOXES ON WHEELS", DEVELOPED BY MR. SWIFT, HAVE MADE POSSIBLE LONG-RANGE DISTRIBUTION OF FINE, FRESH MEAT.

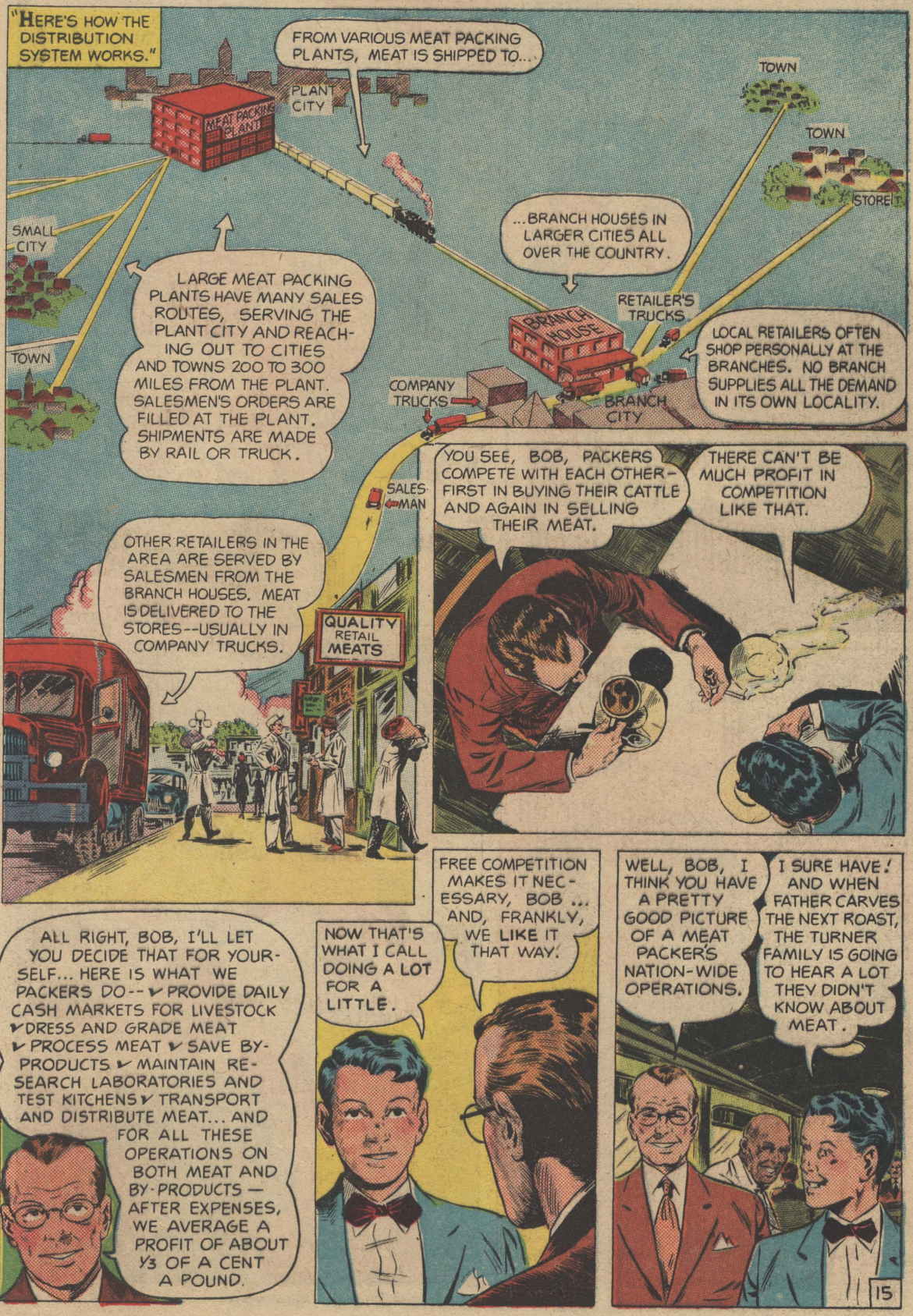
SWELL! NOW I SEE **HOW** WESTERN MEAT IS SHIPPED ALL THE WAY EAST ...**RIGHT TO MOM'S STORE!**

HOLD ON THERE! GETTING MEAT **WHEN** AND **WHERE** IT'S NEEDED IS A BIGGER JOB THAN YOU THINK. IN THE FIRST PLACE, THE AMOUNT OF LIVESTOCK COMING TO MARKET EACH WEEK VARIES A LOT. IN ADDITION...

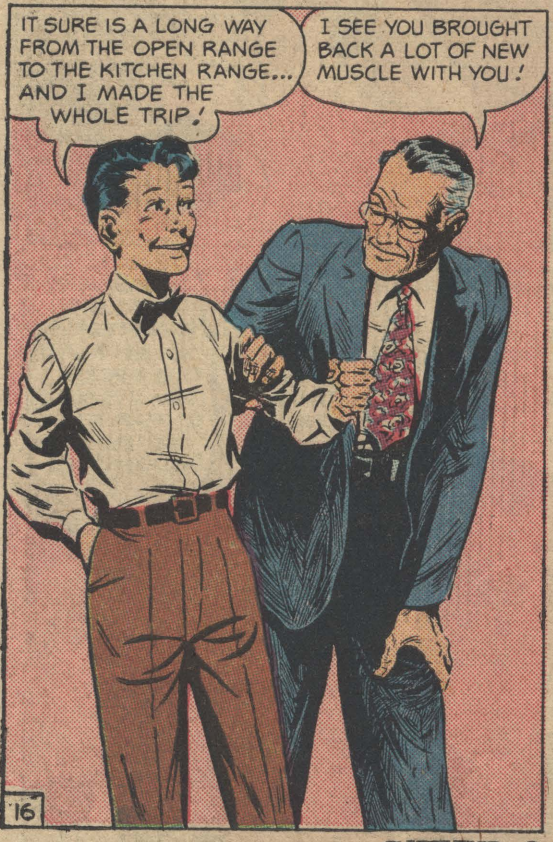
BEEF SUPPLY

S M T W T F S S M T W T F

"DEMAND CHANGES---BECAUSE OF FAMILY INCOME, HOLIDAYS, SEASONS---EVEN THE WEATHER."
BRRR! MY FAMILY WILL WANT A NICE ROAST ON A COLD DAY.
I GUESS WE'LL BE CUTTING DOWN ON STEAKS AND ROASTS UNTIL THE PLANT OPENS AGAIN.
CLOSED
"AND CHANGES IN LOCAL PAYROLLS ALSO AFFECT THE LOCAL DEMAND..."
"DIFFERENT PARTS OF THE COUNTRY PREFER DIFFERENT TYPES OF MEAT..."
WE-ALL DON'T EAT MUCH LAMB HERE. WE LIKE FAT PORK.
BIG MEAT SALE
I'LL BUY A WHOLE ROAST. IT'S A GOOD VALUE!
"AS SUPPLY AND DEMAND CHANGES...MEAT PRICES GO UP AND DOWN."
GOSH. DISTRIBUTING MEAT IS A BIG JOB! HEY! LOOK--THAT FREIGHT PASSING US!
SURE, BOB, BEEF MUST REACH THE LOCAL MEAT MARKET MIGHTY FAST.
THEN HOW CAN YOU DELIVER MEAT QUICKLY WHEN AND WHERE IT IS NEEDED?
IT'S A BIG JOB THAT ONLY A NATIONAL ORGANIZATION CAN HANDLE QUICKLY AND EFFICIENTLY.
GOLLY! HOW DO YOU KEEP TRACK OF THE DEMANDS OF ALL THE MEAT SHOPS IN THE COUNTRY?
OUR SALES ORGANIZATIONS LOCATED IN HUNDREDS OF CITIES REPORT MEAT SALES.
"AT ONE CENTRAL OFFICE THE NATIONAL PACKER GETS MARKET INFORMATION NIGHT AND DAY FROM ALL OVER THE COUNTRY."
NEW ENGLAND OVER-SUPPLIED? RE-ROUTE TWO OF THOSE BOSTON CARS TO NEW YORK. SUPPLY GETTING SHORT THERE.
WE'LL TRY TO GET MORE PORK TO PITTSBURGH.
HOLD THAT MARVILLE CAR OF PREMIUM BEEF...MILL IS CLOSED...MARKET OFF.
DEMAND FOR MEAT INCREASING?...ALL RIGHT, YOU'LL GET MORE MEAT.


"HERE'S HOW THE DISTRIBUTION SYSTEM WORKS."
FROM VARIOUS MEAT PACKING PLANTS, MEAT IS SHIPPED TO...
MEAT PACKING PLANT
PLANT CITY
TOWN
TOWN
STORE
SMALL CITY
TOWN
...BRANCH HOUSES IN LARGER CITIES ALL OVER THE COUNTRY.
RETAILER'S TRUCKS
BRANCH HOUSE
LOCAL RETAILERS OFTEN SHOP PERSONALLY AT THE BRANCHES. NO BRANCH SUPPLIES ALL THE DEMAND IN ITS OWN LOCALITY.
COMPANY TRUCKS
BRANCH CITY
LARGE MEAT PACKING PLANTS HAVE MANY SALES ROUTES, SERVING THE PLANT CITY AND REACHING OUT TO CITIES AND TOWNS 200 TO 300 MILES FROM THE PLANT. SALESMEN'S ORDERS ARE FILLED AT THE PLANT. SHIPMENTS ARE MADE BY RAIL OR TRUCK.
SALESMAN
OTHER RETAILERS IN THE AREA ARE SERVED BY SALESMEN FROM THE BRANCH HOUSES. MEAT IS DELIVERED TO THE STORES--USUALLY IN COMPANY TRUCKS.
QUALITY RETAIL MEATS
YOU SEE, BOB, PACKERS COMPETE WITH EACH OTHER-FIRST IN BUYING THEIR CATTLE AND AGAIN IN SELLING THEIR MEAT.
THERE CAN'T BE MUCH PROFIT IN COMPETITION LIKE THAT.
ALL RIGHT, BOB, I'LL LET YOU DECIDE THAT FOR YOURSELF... HERE IS WHAT WE PACKERS DO--✓ PROVIDE DAILY CASH MARKETS FOR LIVESTOCK ✓ DRESS AND GRADE MEAT ✓ PROCESS MEAT ✓ SAVE BY-PRODUCTS ✓ MAINTAIN RESEARCH LABORATORIES AND TEST KITCHENS ✓ TRANSPORT AND DISTRIBUTE MEAT... AND FOR ALL THESE OPERATIONS ON BOTH MEAT AND BY-PRODUCTS — AFTER EXPENSES, WE AVERAGE A PROFIT OF ABOUT ⅓ OF A CENT A POUND.
NOW THAT'S WHAT I CALL DOING A LOT FOR A LITTLE.
FREE COMPETITION MAKES IT NECESSARY, BOB ... AND, FRANKLY, WE LIKE IT THAT WAY.
WELL, BOB, I THINK YOU HAVE A PRETTY GOOD PICTURE OF A MEAT PACKER'S NATION-WIDE OPERATIONS.
I SURE HAVE! AND WHEN FATHER CARVES THE NEXT ROAST, THE TURNER FAMILY IS GOING TO HEAR A LOT THEY DIDN'T KNOW ABOUT MEAT.

AND THE NEXT DAY, BACK HOME
BUT WHAT'S THAT, BOB?
A MAP!... AND WE THOUGHT YOU'D BE COMING BACK WITH NOTHING LESS THAN A BRONCO AND A PAIR OF SIX-GUNS.
SURE... A MAP. MR. JACKSON HELPED ME DRAW IT ON THE TRAIN.


IT SURE IS A LONG WAY FROM THE OPEN RANGE TO THE KITCHEN RANGE... AND I MADE THE WHOLE TRIP!
I SEE YOU BROUGHT BACK A LOT OF NEW MUSCLE WITH YOU!
16

WHY NOT? HE PROBABLY GOBBLED UP HALF OF UNCLE JIM'S STEERS!
MEAT IS NUTRITIOUS, YOU KNOW.
SURE... AS MR. JACKSON SAYS - "NUTRITION IS OUR BUSINESS!"

SPONSORED BY SWIFT & COMPANY, CHICAGO